DOCUMENT RESUME

ED 145 827 95 IR 005 214

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TITLE An Evaluation of the Graphic Arts/Public Relations Program of the Capitol Region Library Council.

INSTITUTION Connecticut State Library, Hartford.
SPONS AGENCY Office of Education (DHEW), Washington, D.C.
PUB DATE Jul 77
NOTE 75p.

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS Evaluation; *Graphic Arts; Librarians; *Public Libraries; *Public Relations
IDENTIFIERS Capitol Region Library Council; Connecticut

ABSTRACT

The Graphic Arts/Public Relations (GA/PR) program of the Capitol Region Library Council (CRLC) of Connecticut proposed to increase the public's awareness of libraries and library services in the Capitol Region, and increase public relations awareness in libraries. It was an outreach type of program that attempted to have positive effects on the public and librarians of the region. The region studied is comprised of 29 towns including the state capital, Hartford. Public libraries that were members of the CRLC, a regional, cooperative, non-governmental organization, were offered the opportunity to participate in the program. Through the dissemination of public-oriented materials, the program attempted to improve the image of the library where it was negative and create or strengthen a positive image. A GA/PR specialist was hired. Throughout the program, the specialist provided materials in multiple, prepared press releases, and distributed a newsletter to librarians. Thirteen of the twenty-two public library members became involved. Participation was based upon a contribution to the materials budget. Eleven of the libraries paid set fees, while the other two were allowed to participate because of their contributions to the Council. From the responses of the CRLC libraries and from the evaluations prepared by the specialist, the program met its initial objectives. Librarians began to realize the importance of quality produced materials. The public received positive statements of the library's worth and the program continued in its efforts to show that the library existed for the good of the public. (Author/AP)

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AN EVALUATION OF THE GRAPHIC ARTS / PUBLIC RELATIONS PROGRAM OF THE CAPITOL REGION LIBRARY COUNCIL

NOVEMBER 1975 - OCTOBER 1976

AN LSCA FUNDED PROGRAM

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Submitted to the Connecticut State Library

by

Robert D. Vrecenak

July 1977

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SUMMARY

The GA/PR program of the CRLC, for the period, November, 1975-October, 1976, proposed to increase the public's awareness of libraries and library services in the Capitol Region, and increase public relations awareness in libraries. It was an outreach type of program that attempted to have positive effects on the public and the librarians of the region.

An area of Connecticut known as the Capitol Region was the focus of the program. It is comprised of 29 towns and includes the state capital, Hartford. Public libraries that were members of the Capitol Region Library Council, a regional, cooperative, non-governmental organization, were offered the opportunity to participate in the GA/PR program.

It was intended that the program would reach all members of the community and all of the librarians in the region. Through the dissemination of public-oriented materials, the program would attempt to improve the image of the library where it was negative, create a positive image where it was nonexistent or strengthen an already positive image. If the library was to do its job, the public had to believe that the library had something to offer. It was also hoped that the librarians would become public relations conscious and would realize the importance of an active and effective public relations program.

With these goals in mind, the CRLC proposed to hire a GA/PR specialist who would provide professionally produced graphic arts materials

for the public libraries and would act as a consultant for any graphic arts or public relations problems. Throughout the program, the specialist would provide materials in multiple, prepare press releases, develop and distribute a public relations newsletter to the librarians, and provide time for special assistance. The CRLC wanted to "provide a public relations program cost effective for many and impossible for most individual libraries."[1]

Thirteen of the 22 public library members of the CRLC became "Package Deal" libraries in this LSCA funded program. Participation was based upon a contribution to the materials budget. The contribution would cover printing costs and materials. Eleven of the libraries paid set fees while the remaining 2 were allowed to participate because of their contributions to the Council. These 13 libraries received "attractive, printed bookmarks and booklists on special topics prepared in quantity for distribution to the public."[2]

Through this cooperative venture, the individual libraries were able to provide professionally produced handouts to their respective publics. All of the bibliographic handouts were based on the actual holdings of the libraries. Only available resources were included.

Even those public libraries that did not join the "Package Deal" and those that were not eligible to join reaped the benefits of the program. All CRLC member institutions (public, academic, school and special libraries) received the public relations newsletter, PeRspectives, and for a small charge "non-Package Deal" members were able to participate

in the graphics workshops. As was appropriate, certain libraries received handouts for distribution and some received applications to allow the public to participate in region-wide contests and promotions. Every member library was also allotted 10 hours of the specialist's time for the development of projects of local interest. The effects of the GA/PR program were meant to be felt throughout the region.

From the responses of the CRLC libraries and from the evaluations prepared by the GA/PR specialist, the program met its initial objectives. Librarians were beginning to realize the importance of quality produced materials; packaging was important. PeRspectives and the graphics workshops were well-received by the members. The public received positive statements of the library's worth and the program continued in its efforts to show that the library existed for the good of the public.

Judging from the positive feedback from the librarians, the public, and the GA/PR specialist, continuation of the program would offer increased visibility for the libraries and also allow the librarians to develop and improve their own GA/PR skills. It would continue to fill a need in an area where cooperation is essential. This type of regional cooperation enables libraries to provide quality services economically.

INTRODUCTION

Libraries occupy a unique place in society in that they are storehouses of information, but the problem is that they are often overlooked by the public. The library can offer all members of its community opportunities for self-improvement and enjoyment, but the library must be used.

In Connecticut, no one public library has a captive audience. With such statewide services as Connecticard[3] and Connecticar[4] the patron can select materials from almost any public library in the state. If a patron or potential patron believes that a library does not provide the proper atmosphere or adequate services, then s/he will try elsewhere.

Libraries have nothing to lose, except false images, by actively promoting their services and collections.

Through a planned, cooperative GA/PR program, coordinated through the Capitol Region Library Council, and partially funded with an LSCA grant, the GA/PR Program Committee intended to reach users and potential users of library services and compete for their time on a more professional level. The program also proposed to help librarians to improve and develop their own GA/PR skills. This cooperative program would offer the public libraries of the CRLC an opportunity to be involved in a project that they would find hard to reproduce locally and individually.

HISTORICAL BACKGROUND

In 1975, the Capitol Region Library Council (CRLC) received partial LSCA funding for a Graphic Arts/Public Relations program (GA/PR). The CRLC is a non-governmental voluntary organization that theoretically represents the libraries and their services of the 29 towns of the Capitol Region.

This regional, cooperative organization developed out of a study conducted in 1968, by the Nelson Associates, Incorporated. Their charge was to "assess existing library resources, services, and needs in the Capitol Region of Connecticut and to recommend steps to be taken to improve these resources and services."[5]

Data for the Nelson study were obtained from:[6]

1. "a questionnaire sent to all identified libraries (public, academic, special, and school libraries) in the Capitol Region."
2. "interviews of a selected cross section of individuals in many fields concerned with library needs and services and their use."
3. "the review of reports, statistics and other literature gathered in the course of the interviews as well as that published by the Connecticut State Library and other agencies."

Their study represented a dissection of the libraries of the Capitol Region. From the data that was collected, three types of information were developed-findings, conclusions, and recommendations. Existing problems concerning cooperative ventures were described and

their solutions were offered. The improvement of services was stressed in the conclusions and recommendations.

One of the findings (F9) stated that "many members of the general public and some members of the library profession are not aware of library services already available in the Capitol Region."[7]

Finding 20 indicated that "except for interlibrary loans and telephone reference, few libraries offer their services to other libraries or participate in cooperative efforts to provide services."[8]

Not much was being done at that time to coordinate and develop regional library services. Every library tried to perform all functions thought necessary to provide good service, often at the expense of quality service. They did not want to reap the benefits of cooperation or they simply did not realize the possible benefits. In fact, according to Finding 21, "the responding libraries indicated little interest in cooperating to provide better services."[9]

Two of the conclusions that were drawn from the interviews and questionnaires were directly related to the GA/PR program that was to be developed some seven years later. The Nelson Associates concluded that

(C3) "if cooperative efforts to improve library services are to succeed in the Capitol Region both librarians and the general public and their elected representatives will need to be convinced."[10]

(C4) "a good community relations program is needed to make the library user and potential user aware of services presently available or which may be developed."[11]

It was believed that an active campaign was necessary in order to convince the public and the profession that cooperative efforts would benefit the participating libraries and improve their services. Someone or some group had to take the initiative.

The recommendations that were forthcoming from the study dwelled on the necessity of cooperation and the formation of a non-governmental organization to be known as the CRLC.

> (R4) "A Capitol Region Library Council (CRLC) should be established (a) to coordinate library planning especially at the reference and research level, (b) to conduct further library studies on particular problems as needed, and (c) to undertake experimental or demonstration projects." [12]

Also, the sixth recommendation (R6) proved to be of special interest for the current GA/PR program. It stated that

> "an improved program of public information about all types of libraries, the services they can presently give, their needs, and the improved services they will be able to give, if their needs are met, should be initiated at all levels of library concern." [13]

Many of the recommendations of the Nelson Associates were based on the development of the CRLC. The plans for the actual establishment of the CRLC were proposed by the Newmann Associates. This group was engaged under a grant from the Capitol Region Council of Elected Officials.

Newmann Associates was to develop the structure of the

CRLC, whose functions would be:

1) "to improve reference and research service;
2) to plan and operate activities which will improve library service to the residents of the Capitol Region;
3) to promote regional cooperation among libraries."[14]

After fulfilling the first priority of establishing the CRLC, the consultants were to develop the by-laws, the dues structure and conduct research on possible programs. Of interest to the current GA/PR program are some of the suggested programs:

1) "those involving improved access to library resources of the region.
   .....
   b) developing and publicizing special collections of materials that may be made available to interested residents.
   .....
   .....

4) those involving the whole range of public relations.
   a) cooperation with other regional bodies active in this area;
   b) development of a full-fledged public information program emphasizing library needs and how they should be attained."[15]

The Neumann Associates drew the recommendations of the Nelson Associates into an active, vital group that has sought to improve local and regional library services through cooperative programs. According to the present CRLC by-laws, the purpose of the group is

"to improve reference and research library services

> in the Capitol Region by promoting and facilitating utilization of existing library resources and by developing additional resources; to undertake such studies or projects as will improve library service to the residents of the Capitol Region by cooperative action; and to encourage regional cooperation among libraries of the Capitol Region."[16]

In keeping with the findings of previous studies, the by-laws, and the needs of its member libraries, the CRLC relentlessly seeks to initiate cooperative projects and sustain those projects still considered to be successful and useful to the members and the public.

PUBLIC RELATIONS LITERATURE

Research on the topic of public relations uncovered articles for and against the "selling of the library", but the major portion of the literature indicated that any type of active public relations program was a positive statement of the library's concern for good service. Librarians are becoming more aware of the importance of good public relations.

Edward L. Bernays believes that the origins of the new discipline and th new practitioner go back to earliest history.

> "The forces that have contributed to the emergence of the profession are:
>
> 1. the development of the concept of individual freedom and acknowledgement that the desires, rights and privileges of the individual need to be considered.
> 2. the rise of literacy and education, with increased participation of the public in the processes of society.
> 3. the increase in speed of transportation and communication through technological research and invention, which has brought people more closely in contact with each other.
> 4. the growing recognition that in an increasingly complex society there was need for a separate discipline that deals with the relation of an institution with the many groups within the public on which it is dependent.
> 5. the development of the behavioral sciences which have cast light on the behavior of people and have produced a storehouse of knowledge about how to deal with people, on whom all institutions are dependent."[17]

Public relations, library promotion and publicity cost money in staff time and in funds that could be spent elsewhere, but this expenditure can be rewarding to the library and to the librarian. In the article, "New Visibility for the Small Public Library," James Swan relates his ideas concerning good public relations.

> "Good public relations for the small public library doesn't take a lot of money. What it does take is time, creativity and a new perspective. It takes an eagerness to get out into the community and sell the library."[18]

Developing a large collection should not be the only concern of librarians. The collection should be developed in the light of the needs of the community, and it should be promoted. This collection that continues to grow should seek to meet the needs of both the patrons and the potential patrons. Librarians should use the collection as well as public relations activities to attract new patrons.

> "The promotion of library services, then, is an important step in the rationale of why libraries exist at all, mainly, to provide informational and recreational service to the full breadth of the scope at which a particular library limits its materials. More often than not, in order to utilize that full breadth the publicizing, advertising and general promotion of the library is vital."[19]

Any type of promotion or publicity should accurately reflect the verifiable circumstances of the library. Public relations techniques can help to attract people to the facility, but actual services must be provided by the library to keep these people interested. The public's

needs must be met. It must be remembered that the "promotion of Library services will not make libraries what they are not. But an effective program of promotion, not merely occasional publicity, can indeed develop a lasting interest in libraries and a continual use of their resources."[20]

Public relations is not all paperwork. It incorporates the library, its services and its staff. Researchers indicate that the improvement of the library's image should be one of the goals of a public relations program.

> "So love the place. That means improve it. Brighten it up with flowers. Make it inviting to enter. Know your library so well and find it so attractive that you'll want to share it as much and with as many people as possible. And tell people about it."[21]

Librarians still wonder what to promote. Public relations librarians feel that their counterparts should be willing to experiment. The possibilities are subject only to the boundaries of the imagination. Libraries could sponsor contests, exhibits, talks, movies, story hours, children's programs and even music festivals. "Virtually anything different and new that has reference to the public can be the subject of good promotion."[22]

All of society is progressing at a faster pace and libraries and their services must try to keep pace. Book clubs, bookstores and the radio and television vie for the patron's time. Libraries, too, must compete for the patron's time.

The library staff must try to pique the curiosity of the public. To attempt to arouse this interest, all types of media should be employed. Contacts should be established with newspapers and television and radio stations. The stipulated rules should be adhered to and materials should be produced periodically so that the public and the media representatives will await each new project or item of interest. [23]

Once the public relations program has been implemented, it cannot be forgotten. Frequent evaluations are necessary to measure the reach and impact of projects and to suggest changes. In order to evaluate the program the librarian should:

(1) "study the needs of the library;
(2) collate media outlets;
(3) pretest PR materials;
(4) determine media response;
(5) compile people response." [24]

Consistent and frequent evaluations will help to yield a more effective public relations program. Future recommendations should be based on past performance.

Overall,:

> "public relations serves as an umbrella to cover all of the publicity programs of libraries, because public relations always exists whether good or bad. You can't decide whether to have a public relations program - your responsibility is to decide what kind of program your library will have." [25]

BACKGROUND OF THE GA/PR PROGRAM

In July of 1975, the Executive Director of the Capitol Region Library Council, Dency Sargent, submitted to the Connecticut State Library an application for a federal grant to fund a "Public Relations Program". The document covered the following points:[26]

1. purpose,
2. need,
3. project description,
4. materials prepared in quantity,
5. special projects,
6. budget,
7. project continuation,
8. statewide significance,
9. evaluation.

Having asked for $11,400 in federal aid, Ms. Sargent learned in a letter dated October 6, 1975, that the program would only be funded for $6,000. This amount was to be used to pay the salary of the GA/PR specialist.[27]

The ideal situation as put foreward in the project proposal would have allowed all public libraries to participate in the public relations program. Because of the cut, the public libraries that wanted to join would have to be charged a fee based on their library budget. This fee would pay for the materials consumed during the year and would

also cover the cost of printing the handouts and promotional items.

In the ideal environment it had been hoped that all of the public libraries would have been able to develop an awareness of public relations, would have recognized the value of the program to themselves and to the public, and eventually would have been willing to continue the program, even without federal funding.

Without total funding, all public libraries were not able to participate. But in its first year of operation the GA/PR program included 13 out of the 22 CRLC member public libraries. They thought enough of the project to be willing to contribute to its implementation.

Before November, 1975, planned public relations activities in most public libraries originated locally or not at all. There was no coordination between them. Librarians had to rely on their own resources in the preparation of graphic arts/public relations materials.

The CRLC was attempting to explore another dimension of library cooperation. Without the expenditure of many more dollars, the libraries would be able to supply their respective communities with quality GA/PR materials. This cooperative GA/PR program would allow libraries to share in a quality service that they would find extremely difficult to duplicate on their own with the same capital outlay. All member libraries would be interacting to their mutual advantage in this public relations network.

According to the Federal Library Project Application #3 for the

"Public Relations Program", the CRLC proposed two goals around which the program would be shaped. The CRLC, through the GA/PR program hoped to:

1. "increase the public's awareness of libraries and library services in the Capitol Region.
2. increase public relations awareness in libraries."[28]

In order to make progress toward the goals, the CRLC proposed:

1. "to provide a public relations program cost effective for many and impossible for most individual libraries.
2. to provide professional work on a shared basis by a professional artist skilled in library public relations and programming.
3. to provide a centralized service for the preparation and distribution of quality art work and public relations materials for Capitol Region Library Council libraries."[29]

LOCALE

The geographical area that comprises the Capitol Region of Connecticut is outlined in Figure 1. It is composed of 29 towns and is located in the north central portion of the state. Hartford, the state capital is included in this region.

As described by the Nelson Associates, "the region is relatively compact covering a total area of 765.5 square miles, but with none of the towns being more than 25 miles from Hartford and all except four being less than 20 miles from Hartford. In such a compact area, not much time need be spent in getting from one end of the region to the other."[30]

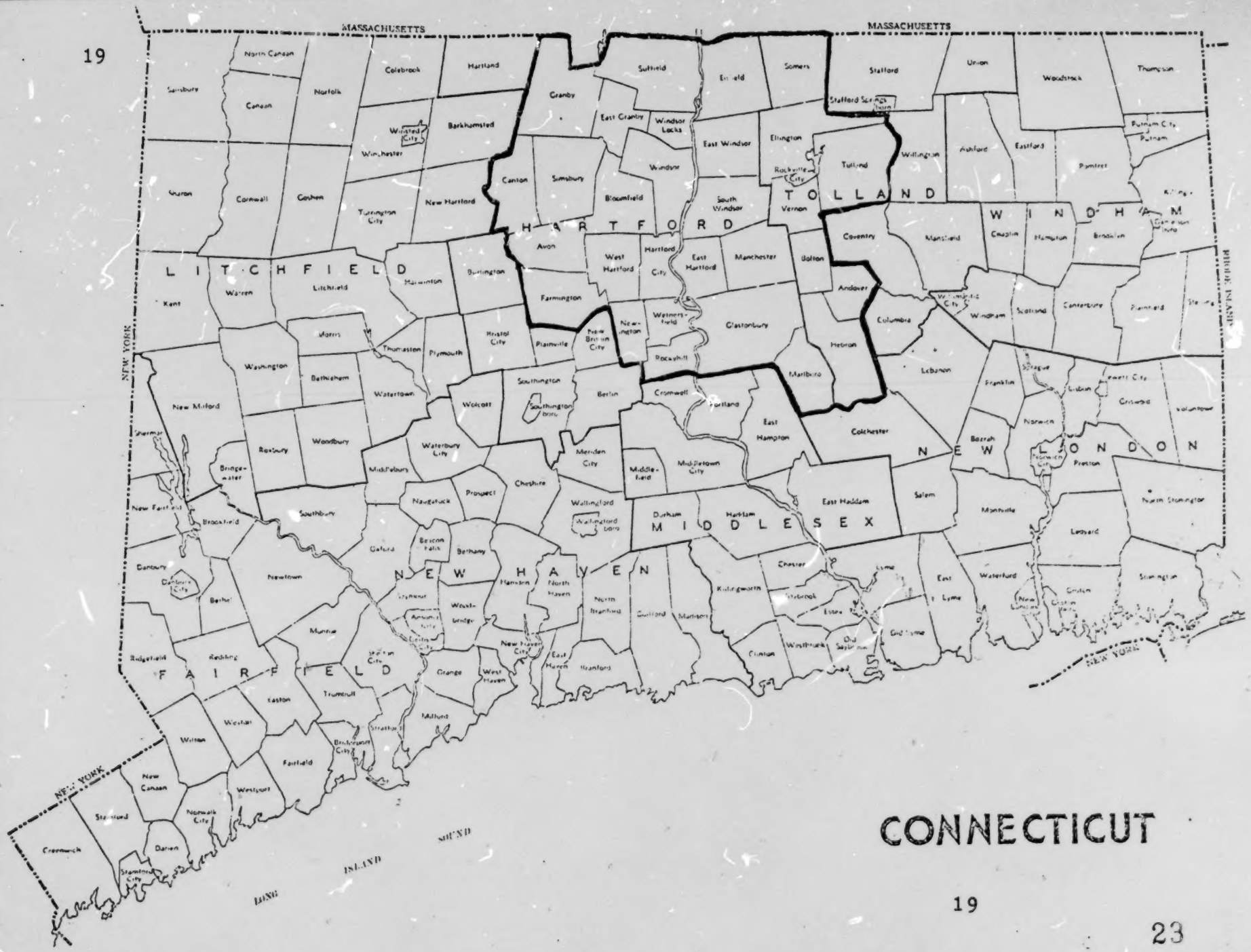
This compactness facilitates the planning and administration of cooperative ventures and allows for the rapid distribution of materials through the established statewide and regional delivery services.

At the time of the study conducted by the Nelson Associates, there was a total of 424 libraries in the Capitol Region. This figure represents the potential number of CRLC libraries.[31]

TYPE OF LIBRARY	NUMBER
State	1
Public	36
Special	59
Academic	16
Secondary School	74
Elementary School	223
Special School	15
TOTAL	424

FIGURE 1

The Capitol Region of Connecticut



CONNECTICUT

There are currently 44 CRLC member libraries. Academic, public, school and special libraries are represented in this regional organization.[32]

The 1970 census figures for the towns of the Capitol Region show that the population range was from 2,099 for Andover to 158,017 for Hartford. Even though the variations in the population statistics and in the size of the libraries are significant, they all try to offer certain basic services and attempt to respond to the needs of their respective publics.

Table 1 offers a comparison of actual, estimated, and projected population statistics for the 29 towns of the Capitol Region from 1960 to the year 2000. The figures for 1960 and 1970 have been extracted from the U.S. Census, and the figures for 1975 are the estimates as recorded in the Register and Manual of the State of Connecticut for 1976. Population projections through the year 2000 have been supplied by the document, Population Projections for Connecticut Planning Regions and Towns 1980-2000. It was prepared in Connecticut by the Department of Planning and Energy Policy and published in June, 1976.

According to the DPEP, users of the population forecasts should realize that "these are not point forecasts but should be considered as possible approximations around which future population will vary. Their accuracy can be expected to decrease as the projection period lengthens."[33]

TABLE 1

Population Projections - Capitol Region

TABLE 1

POPULATION PROJECTIONS - CAPITOL REGION

	TOWN	1960	1970	1975	1980	1990	2000
1.	Andover	1,771	2,099	2,200	2,300	2,600	2,900
2.	Avon	5,273	8,352	9,600	11,000	13,000	14,000
3.	Bloomfield	13,613	18,301	20,200	22,500	25,000	27,000
4.	Bolton	2,933	3,691	3,800	4,100	4,600	5,000
5.	Canton	4,783	6,868	7,100	8,000	8,400	8,800
6.	East Granby	2,434	3,532	4,000	5,000	5,800	6,500
7.	East Hartford	43,977	57,583	54,000	59,500	60,500	61,500
8.	East Windsor	7,500	8,513	8,700	9,500	10,500	11,000
9.	Ellington	5,580	7,707	8,700	9,600	10,800	11,400
10.	Enfield	31,464	46,189	45,000	49,500	53,500	56,000
11.	Farmington	10,813	14,390	15,700	17,500	19,000	20,000
12.	Glastonbury	14,497	20,651	23,200	27,000	33,000	36,000
13.	Granby	4,968	6,150	6,800	7,400	8,300	9,200
14.	Hartford	162,178	158,017	154,500	145,000	142,000	142,000
15.	Hebron	1,819	3,815	4,800	5,800	7,000	7,500
16.	Manchester	42,102	47,994	47,200	51,000	54,000	57,000
17.	Marlborough	1,961	2,991	3,700	4,700	6,200	6,800
18.	Newington	17,664	26,037	28,500	31,000	33,500	35,000
19.	Rocky Hill	7,404	11,103	11,100	20,000	22,000	24,000
20.	Simsbury	10,138	17,475	20,100	22,500	26,500	29,000
21.	Somers	3,702	6,893	6,800	8,000	9,000	10,000
22.	South Windsor	9,460	15,553	15,900	18,000	20,000	21,000
23.	Suffield	6,779	8,634	9,800	10,600	11,000	12,000
24.	Tolland	2,950	7,857	8,800	9,400	10,300	11,200
25.	Vernon	16,961	27,237	28,800	30,500	32,700	35,000
26.	West Hartford	62,382	68,031	68,000	69,000	70,000	71,000
27.	Wethersfield	20,561	26,662	27,300	29,600	31,500	33,500
28.	Windsor	19,467	22,502	23,900	28,000	30,500	32,000
29.	Windsor Locks	11,411	15,080	14,500	14,600	14,700	14,800
	TOTAL	546,545	669,907	682,700	730,600	775,900	811,100

In order to compute the projections, certain assumptions had to be considered. They covered statewide population trends. The DPEP assumed that:

1. "the state's economy will experience a slow steady recovery during the remainder of the 1970's with a slight acceleration after 1980 but still below the rate of growth of the 1960's. Most of the gain will be in nonmanufacturing activities.
2. net in-migration will average approximately 9,000 a year during the period 1975-2000.
3. births will increase from about 36,000 in 1975 and average 42,000 a year during the forecast period. The total lifetime fertility rate will increase from the current low level to approximately 2.0 children per woman during the next 25 years which is just slightly below the replacement level.
4. mortality rates in the state will continue to decline paralleling the national figures as prepared by the U.S. Bureau of the Census."[34]

From 1960 to 1970, the population of the Capitol Region increased from 546,545 to 669,907. There was an increase of 123,545 people in the region in that decade. The combined estimates for 1975 reflect an increase of 12,793 over the 1970 census figures.

By the year 2000, the projections indicate that the population will have increased by over 141,193 from the 1970 figures, and by over 264,555 from the 1960 census statistics.

These increases in the population reflect an increase in the potential number of patrons for the area libraries. Library planning will have to be made around these projections. "The community of library users is potentially co-extensive with the total community."[35]

The population of the region will continue to grow in the next 23 years and the libraries must be willing and able to provide the needed services. They have to be able to cope with the increased demands of the public. Per capita support for the public libraries should try to keep pace with these statistics. Programs proposed by the CRLC should also attempt to respond to the needs of the public and coincide with the stated goals of the libraries.

PERSONNEL

Implementation of the GA/PR program was dependent on the hiring of a graphic arts and public relations specialist. The CRLC hoped to hire one person who would work to serve the public relations needs of the region. This specialist would be responsible for the coordination of both the artistic and promotional activities of the program.

There are certain traits the specialist must embody and employ to be able to increase public relations awareness in libraries and insure a smooth-running and effective program. Professionally, good graphics and literary skills are essential. In addition to the creative skills, the specialist must keep abreast of the advances in media usage and also peruse and apply the literature in the field of public relations. Any new techniques should be evaluated for their prospective impact.

Program evaluations are necessary in order to ascertain the reach and impact of any project. The GA/PR person must be able to respond to the needs of the public and evaluate the services provided. Objectivity and the capacity for self-criticism coupled with the desire to respond to the stated needs will keep the program from stagnating. These evaluations offer a rational basis for change and future development. The enthusiasm that the specialist has for the program will be reflected in the quality and diversity of the graphic arts and public relations materials.

Throughout the program, the GA/PR person must be aware of the needs of the various publics and these needs must be communicated through frequent contacts with the individual librarians. The public librarian has a duty to know the area in which the program will be operating and should be able to monitor public reactions to the materials.

Good internal relations should exist between the specialist and the members of the CRLC. Cooperation and harmony must be stressed. In order to inculcate this spirit in the public relations liaisons, the specialist must be accessible; available for consultations and responsive to inquiries. The idea of public relations for libraries has to be "sold" to the librarians as well as the public.

Acting as the resource person, the specialist should be prepared to give "how to" advice to librarians. In actuality, the program put foreward by the CRLC proposed that each of the CRLC member libraries would be able to use up to 10 hours of the GA/PR person's time for the development of individual projects.

Luckily, the CRLC had in its midst a trained public relations specialist who was interested in the formation of a cooperative GA/PR program.

Ethel Fried was the public relations specialist at the West Hartford Public Library. It was partially through her efforts that a formal proposal for federal funds had been generated. She had an enthusiasm for her own work and for the possibilities of the program.

As described in PeRspectives, Volume 1, No. 1, Mrs. Fried has been the "graphic arts and public relations specialist with the West Hartford Public Library since 1968. I am trained as a commercial artist with a B.F.A. in design, and have worked in advertising and public relations in New York and Hartford prior to joining the staff of W.H.P.L."[36]

From November, 1975 to October, 1976, the director of the W.H.P.L. allowed Mrs. Fried to work half-time for the CRLC while still working half-time in her own library. She would spend 10 hours each week for 52 weeks working on the development of the GA/PR program. This time was to be organized in such a way that quality materials could be produced and distributed and the needs of the individual libraries could also be answered.

Included in the generosity of the director of the W.H.P.L. was the offer to provide office space, use of a telephone and equipment, and make available ideas and materials already developed. Being allowed to modify previously produced handouts was a definite benefit to the program. The effectiveness of these materials had already been pretested.

Using the available resources, the Council was able to expedite the implementation of the program. No delay was necessary to find and hire the right person for the half-time position or to house and equip the specialist. Hiring from within, the CRLC did not have to make a firm commitment to the individual that the program would be expanded or continued. A further advantage to the program was that

Mrs. Fried was familiar with the locale and with the materials that were currently being produced locally.

Besides producing graphic arts materials and acting as a consultant, Mrs. Fried would also be editing the bimonthly publication, PeRspectives. It would offer public relations ideas and information to all members of the CRLC.

The other member on the staff of the program was Barbara Vallera, who was the CRLC Executive Secretary. She provided the necessary typing of materials, prior to printing, and coordinated their final distribution. Her position was funded through another LSCA grant. This grant was designated for the administration of the central office of the CRLC. Without her assistance, the program would have required more funds and more of Mrs. Fried's time.

Even the personnel of the member libraries have to be considered as contributing members of the GA/PR program. The right personnel are important in any situation. They must know their public and recognize and communicate their needs. These staff members must embody some of the qualities of the specialist or at least be willing to develop some of the skills through their own initiative or through attendance at one or more of the graphic arts workshops organized by the GA/PR specialist. They must accept the idea of public relations for libraries and work for its success. Their enthusiasm is important.

PROPOSED BUDGET

The proposed budget for the GA/PR program as noted in the Federal Library Project Application #3 totalled $34,200. Of this amount, $22,800 would be supplied from local sources, while $11,400 was to be made available through the LSCA.[37]

Locally provided monies would cover:

Work done, available to CRLC	$9,000
Administrative and clerical time	2,250
Member library staff time	6,700
Rent, equipment, phone	2,250
Fees from participating libraries	2,600
	$22,800

Federally provided monies would cover:

Part-time salary, specialist	$6,000
Materials and printing	5,400
	$11,400

ACTUAL BUDGET

Federal aid actually allocated to the project totalled $6,000.00. This amount represented the proposed salary of the GA/PR specialist. All other funds would have to be provided from local sources.

According to the State Library Board, the State Advisory Council on Libraries could not accept the proposed budget because "based upon the exhibits presented with the proposal, and the estimated cost of the 'work done, available to CRLC' the Council felt that much of the proposed Federal share of $11,400.00 would in effect be used to pay for work already accomplished. The Council also took into account the fact that the majority of local matching funds were of an 'in-kind' nature. The Council therefore voted to recommend a grant of $6,000.00, which is the amount of the proposed part-time salary for the graphics specialist to be hired."[38]

Since the LSCA grant would only cover Mrs. Fried's salary, the CRLC Public Relations Program Committee proposed a dues scale based on the current budget of each interested library. The revenue generated from this subscription device would be used to defray the cost of materials and printing.

Interested CRLC public libraries followed this dues schedule:[39]

CLASS	CURRENT LIBRARY BUDGET	PAYMENT
A	up to $25,000	$25.00
B	$25,001-$75,000	$50.00
C	$75,001-$150,000	$100.00
D	over $150,000	$200.00

From the 11 contributing libraries, $1,250.00 was collected. Two other libraries, the Hartford Public Library and the West Hartford Public Library, were given the "Package Deal" without charge because of their contributions to the region and to the CRLC.

For the period, November, 1975-October, 1976, the GA/PR program had $7,250 with which to operate.

On October 1, 1976, a tentative financial statement was sent to the GA/PR Program Committee. It indicated that out of the $7,250.00, $6,200.00 had been spent for salary, materials and printing, leaving a balance of $1,050.00. (The balance was to be used to support the extension of the program for another 6 months. Without federal aid, the dues schedule was substantially increased.)[40]

It should be noted that considerable time and money had been saved by hiring a specialist who was familiar with the region, had established contacts with media representatives, and had a corpus of previously produced public relations materials. In addition to these benefits, no new headquarters were needed since the director of the W.H.P.L. allowed Mrs. Fried to use her own office, phone and equipment at no cost to the CRLC. No period of adjustment was necessary for the specialist.

The availability of Connecticard, the CRLC Shuttle, and Connecticar increased the availability of materials throughout the region and greatly reduced mailing costs. Utilization of these services kept program costs

to a minimum. The CRLC relied on the concept of and the benefits that could be realized from resource sharing in the planning and promotion of the GA/PR program.

PROJECT IMPLEMENTATION

Trying to fill a known need and also improve the opinion the public holds of libraries, the CRLC proposed to implement a graphic arts/ public relations program in the region. The CRLC realized that "most libraries do not have the skills, time or financial ability to develop quality public relations materials and programs."[41]

By hiring one specialist to serve the needs of all libraries, it was hoped that the program would be cost effective for most libraries. Even though the proposed program was to affect the quality of public relations materials produced in the Capitol Region, it was not meant to usurp any power from the individual libraries. Their autonomy would not be forfeited through participation in the program.

After having received acknowledgement of the LSCA grant, the program had to secure members. In a memo dated November 10, 1975, the CRLC Public Relations Program Committee promoted the project to all of its public library members. It provided information concerning the thrust of the intended program and explained the fee structure for materials.

The project with federal aid would extend from November, 1975-October, 1976. Those libraries wishing to contribute to the program were to be known as "Package Deal" libraries.

Included in the proposed package deal would be:[42]

1. "4 booklists/year, 6 bookmarks/year, seasonal

or promotional posters, etc., prepared in quantity for each participating public library; plus special programs such as a 'Fun With Paper' program for children; a Public Relations Ideas Newsletter; press releases; and much more.

2. up to 10 hours of Ethel's time for special projects, promotions, programs for each CRLC library. You pay only for the production costs of the project (materials, printing, etc.) and for any time over the 10 hours that may be required."

In order to further expose the librarians to the idea of a regional public relations program, the topic was included in a meeting that was held on November 25, 1975, at the West Hartford Public Library. At that time, the directors of the public libraries were able to meet with Mrs. Fried and discuss the probable impact of the project.[43]

Thirteen of the public libraries eventually became active members of the GA/PR program. Hartford Public Library and West Hartford Public Library received the "Package Deal" for free because of their own contributions to the CRLC. Eleven other libraries did subscribe to the "Package Deal".

The members included:

Bloomfield
Burlington
Canton
East Granby
East Hartford
Farmington
Hartford
Simsbury
Southington
West Hartford
Wethersfield
Windsor
Windsor Locks

Those libraries that did not choose to participate in the "Package Deal" or were not eligible to participate were still able to use 10 hours of Ethel's time at their own discretion. All CRLC members would be able to consult with Mrs. Fried and receive the newsletter, PeRspectives.

Mrs. Fried, the new GA/PR specialist, and Dency Sargent, the Executive Director of the CRLC, decided upon a planned public relations program for the first year of operation, based, in part, on materials previously produced for the West Hartford Public Library. This procedural decision would allow time for adequate preparation and revision of materials and would allow the specialist to budget her time so that the needs of each individual could be met.

By publishing a proposed timetable well in advance, librarians were able to contribute to the projects and submit suggestions. Libraries could also plan exhibits or other promotional aids in conjunction with the GA/PR projects. Gaps in collections could also be filled by purchasing materials that appeared on the booklists.

However, being a tentative list, it was subject to change. These changes occurred to enhance the program and capitalize on the limited amount of time available to the specialist for the preparation of materials.

The projects actually completed during the year included:[44]

For the "Package Deal" libraries...

Printed Materials

"Holiday Giving" booklist handout
Holiday Poster

"All About Women" booklist
"How's Your Library I.Q.?" flyer
"Leaf, Bud and Flower" booklist
"Kites", "Bikes", "Boats" and "UFO's"-four topical bookmarks
"Non Sexist Books for Young Readers"-booklist

For the whole region plus CRLC...

Printed Materials

Shuttle bookmarks, two versions, reprinted once.

Press Releases

Graphic Arts/Public Relations program- to all area newspapers
Bookmark Contest-to area newspapers and radio stations, including a radio interview on WTIC.
Shuttle-to area newspapers.

Newsletter - six issues of "PeRspectives"

Bookmark Contest

Entry Blanks
Press releases - one to area newspapers announcing the contest; sample release announcing the winners to those libraries which had winners.
Printed bookmarks - nine bookmarks prepared from the nine winning entries.

Riddle Promotion

Riddle blanks
Press release - sample to each library to adapt for its own use.
Riddle poster - one to each library.

Workshops - four 3-hour sessions

Miscellaneous

"Gothic Novels" - reading list
"Spy Novels" - reading list

Eleven libraries also used 70 hours of the specialist's time for special projects, some of which continued after October 30, 1976.

Before "All About Women", "Leaf, Bud and Flower", and "Non Sexist Books for Young Readers" were formally made available to the "Package Deal" libraries, each of the libraries was asked to contribute to sample lists. They were also asked to indicate which ones they owned and which ones they would recommend. Their suggestions helped to round out the lists. In effect, the public librarians themselves were cooperating to develop their own programs.

Materials produced by other resource people were also included in the GA/PR program. This type of cooperation gave more depth to the program.

The library director of the Avon Free Public Library contributed her time to collect titles for the four topical bookmarks. Her preliminary lists were subsequently sent to the "Package Deal" libraries for additional suggestions.

For the month of April, the Children's Bookmark Contest was promoted by the CRLC GA/PR program. This contest which began during National Library Week was fully promoted and publicized by the specialist. Entry blanks were sent to all CRLC member libraries and press releases were sent to the area newspapers.

There were three separate categories arranged according to age. Three winners were picked from each category. Those entries chosen as winners were actually printed as bookmarks and distributed

to the libraries.

Much excitement and interest was generated by this project and the similar "Riddle Promotion". They actually received considerable newspaper coverage. Newspapers printed stories and photographs of the programs. In some cases, this coverage was due to the initiative of the local librarians.

Positive statements of the library's role in the community were developed by the success of these public oriented programs. The library was involving the community in non-traditional library-related activities and was learning to "sell" itself to the community.

The graphic arts workshops promoted the image of the library, but they did so to the librarians. Through participation in the workshops, conducted by the GA/PR specialist, it was hoped that the librarians would be able to develop and improve their skills and then apply them locally. These workshops were to help the librarians to become more aware of public relations and the associated skills. They were to gain an appreciation of quality public relations.

THE NEWSLETTER [45]

The development of a newsletter was another method employed to increase the librarian's appreciation of public relations. The GA/PR program's offering was a bimonthly publication, entitled PeRspectives. Its emphasis was on PR and Mrs. Fried became the editor when she assumed the role of the GA/PR specialist.

There was nothing that predated this publication, in the Capitol Region, offering the same type of information. The main publication of the CRLC, its Views & News, is more general in its subject orientation. It should be noted that this non-PR newsletter also promoted membership in and the activities of the GA/PR program.

PeRspectives became a forum for Mrs. Fried, for the librarians, for PR ideas, bibliography and news. It made the region very visible. Articles were featured on the importance of newspaper publicity; complaints; and program planning and public relations. To individual librarians it offered opportunities to pursue ideas that would be of local interest. These ideas could be extracted from such sections as "Dates to Remember", "Odds 'N' Ends", "Ideas for Book Displays", or the "Idea Exchange'.

To provide an outlet for members of the region, Mrs. Fried would include in the newsletter a plea for items of interest. The sharing of ideas was stressed. She would provide her address and telephone number in every issue.

Also included in the publication were resources to be consulted for additional ideas and information. Theses suggestions offered the librarians the opportunity to develop their own collection of public relations sources.

Each of the member libraries would receive a subscription to PeRspectives. The intent was to inculcate in the librarians the importance of quality public relations through frequent exposure to new ideas, news items and quality public relations materials.

EVALUATION

To date, there have been no standards against which to judge the relative success or impact of a cooperative GA/PR program for libraries. Therefore, the evaluation of the GA/PR program of the Capitol Region Library Council for the period, November, 1975-October, 1976, will be based on a questionnaire that was circulated to the librarians upon termination of the project, the evaluations of the GA/PR specialist, interviews with Mrs. Ethel Fried and Ms. Dency Sargent, and on the ability of the program to meet its objectives.

At the outset, it should be understood that this was a demonstration project attempting to fill a regional need. No specific amount of money was requested in the application for the evaluation of the program. No pretesting, monitoring, or posttesting of individual materials or of public opinion was decided upon. All of the information for the evaluation would be collected after the termination of the program and would be intuitive responses to the public's reactions, and answers to questions pertaining directly to the librarian's reactions to the program.

Questionnaires were sent to all 44 CRLC member libraries.[46] The form was devised by the GA/PR Program Committee and was distributed October 25, 1976. The librarians were asked to complete the forms as "fully and honestly" as possible and return them by November 8, 1976. Out of the 44 questionnaires sent out, 20 were returned. No follow-up was planned for the non-respondents.

In general, the respondents indicated that they appreciated the efforts of the program. Its impact was felt. Basically, they thought the idea was good and was attempting to fill a need in the region. They realized that cooperation in a cost effective program would enhance the services they already provide.

Some respondents felt the program needed more polishing and that the improvement of individual skills should continue to be of concern to the program coordinators. Only 2 libraries indicated that they had mixed feelings about the success of the program.

Basic to the success of such a program is the importance the individual staff members give to it. The librarians must continue to be informed and kept abreast of the changes in public relations techniques. They must be involved in the program and they must believe in the necessity of quality public relations activities.

Those librarians who had contacts with Mrs. Fried indicated that she was very cooperative, and 11 out of the 12 respondents in this area were satisfied with her assistance. Of the 10 libraries that indicated they had used all or part of the 10 hours allotted them, five were satisfied while only one was not satisfied.

Acting as a professional, the specialist sought to develop a rapport with all libraries in the region. She responded to requests for information and for the development of special projects. Regional and local projects were prepared by the GA/PR person. One person was responding to the needs of the region for quality public relations materials.

Nineteen of the responding librarians indicated that they read the publication, PeRspectives. The most helpful section for them was the "Idea Exchange". Other helpful sections were the "Book Display Suggestions" and the "Dates to Remember".

This newsletter seemed to be a success with the majority of the responding libraries. Being a bimonthly publication, it became extremely visible and its development was noted. Besides items of PR value, it contained items of interest to all librarians.

Its contents were perused and ideas were employed. In addition, four libraries responded that members of their staff contributed information to the newsletter.

Eight libraries indicated that their staff had participated in one or more of the graphics workshops. They thought that the workshops were helpful and should be repeated. The comments showed that they wanted these learning experiences to teach specific skills to the participants and that the skills taught should be rotated from one workshop to another.

Again, this would help further the appreciation of public relations in libraries. The hands-on experience could help the participants develop skills of interest that they could employ in their own library situation. They would be able to see the public's reactions to materials produced with improved or acquired skills.

The "Children's Bookmark Contest" was well received in 11 out of 12

responding libraries. Librarians took the initiative in 8 separate facilities to seek additional publicity; mostly newspaper coverage. Posters were employed internally to promote the contest and 7 of the libraries publicized their winners. Twelve out of 13 would like to have the contest repeated.

The contest attempted to involve members of the community, the youths, in library activities. With newspaper and radio coverage, the library was becoming a more visible institution and was enticing patrons and potential patrons to utilize its resources.

As in the "Bookmark Contest", the "Riddle Promotion" was considered a success, but to a lesser extent. It was promoted internally and in the community. Once again some of the librarians contributed their own promotional materials. To improve this project, it was suggested that it should also be a contest.

The "Package Deal" libraries made use of the handouts, but only 2 of the 7 respondents indicated that the materials were publicized or promoted. Librarians must take the initiative and distribute the materials outside of the library to try to attract potential patrons.

Comments from the librarians pointed out that they wanted more input on the lists and the lists should be circulated earlier.

The most successful programs were the "Children's Bookmark Contest" and the "Riddle Promotion". Active rather than passive promotion of the library was important. It was the key to improving the library's image. These two activities were widely publicized and many

entrees were received. The message of the entrees expressed the public's opinions of the value of the library.

According to the program proposal, regular reports would be written by the GA/PR specialist.[47] These reports would concern themselves with the operation of the program and library and patron responses.

Mrs. Fried produced two reports, one covering the first six months and the other being the year end report. Each indicated what had been produced and reflected on the impact of the program.

After the first six months, Mrs. Fried "sensed a positive response." Librarians were becoming acquainted with the specialist through telephone and personal contacts. The graphics workshops produced the person-to-person contacts essential for the operation of any cooperative program. These were the important meetings, since they were not with the directors, but with those people intricately involved with public service.

The first evaluation also indicated plans for the future; the changes that would be necessary for the optimum use of the specialist's time. It also stressed the need for the individual libraries to take some initiative in the promotion of programs and services.

Overall, the first six months proved to be a time for establishing a rapport with the CRLC members, letting everyone know that a specialist was available to respond to graphic arts and public relations problems. It was a new experience for everyone, one that had its rewards.

As with the first six month report, the year end report listed the accomplishments of the program and indicated how the individual libraries used all or part of the allotted 10 hours of the specialist's time. It was recommended that for the future more interaction was necessary between the GA/PR specialist, the PR Program Committee, and the "Package Deal" libraries. Mrs. Fried suggested the possibility of conducting one or two meetings to meet this need.

She was very pleased with the progress in its first year of operation.

> "Considering that this has been a 'pilot' project, that we had no prior experience in a regional program such as this, I think the year has been generally successful. Good rapport has been established with staff members of many libraries, and I am pleased that people seem to feel free to call for advice and counsel on all sorts of public relations-related maters, large and small, even when no specific CRLC project is involved. I think that the newsletter and the workshops helped a great deal to inform library staffers of all the public relations materials and sources that are available to them."[48]

Interviews with Ms. Dency Sargent and Mrs. Ethel Fried uncovered the same positive responses. Both were excited about the impact of the program on the region and the possibilities for its continuation. They were distressed that the program received only partial LSCA funding, but were pleased that 11 libraries thought enough of the concept to be willing to pay a fee. The contributions of the West Hartford Public Library were greatly appreciated.

Ms. Sargent mentioned the impact of the program on the Capitol Region and the "fallout" effect that resulted from quality public relations materials.

Various projects received newspaper and radio publicity and the librarians were able to view the public's reactions to the products of the GA/PR program. She felt that the librarians and their publics benefited from the cooperative nature of the program.

Many graphic and bibliographic items had been developed and distributed at minimal collective expense. The program proved to be "cost effective for many and impossible for most individual libraries."[49]

By the "fallout" effect of the program, Ms. Sargent was referring to the delayed effect of the distribution of materials. Ideas that were developed by Mrs. Fried for the CRLC libraries would be 'borrowed' by libraries to be used in their own programs. Some of the formats used by the specialist actually appeared as handouts from other libraries. This type of impact is difficult to measure, but it did occur as a result of the dissemination of the GA/PR program materials. "Spin-offs" would be the results of successfully produced materials.

Mrs. Fried believed that the project accomplished what it set out to do, as far as meeting its objectives and making progress towards its goals, but its message still had to reach more librarians and more members of the community.

She believed that the continued contact was important. In order

to develop a better rapport, cooperative efforts must continue. More librarians should be involved in the development of projects. Such participation would hopefully improve the librarian's morale and remove some of the pressure from the specialist.

The possibility of hiring a full-time GA/PR specialist was also discussed. Mrs. Fried thought that there would be enough scope for the position, but this point was not pursued.

Before there was any expansion of the specialist's role, the program, as proposed, would have to involve more libraries in its activities. More public libraries would have to become members of the CRLC and then become "Package Deal" libraries to support the program without federal funding.

Increased contacts should also be made with special and academic libraries. Many CRLC libraries did not use any of the 10 hours allotted them. Mrs. Fried thought that this lack of use was due to the fact that they had no idea of what could be done or suggested. They, too, had to be made aware of good PR.

Utilization of statewide and regional services, plus the contributions of individual libraries, kept the GA/PR program budget to a minimum. The only expenditures were for the salary of the specialist, and the cost of printing and materials. No money had to be expended for rent, a telephone, equipment or for mailing charges.

At the state level, Connecticard, Connecticar, and the State

Interlibrary Loan Service operated to the benefit of the program, the individual library and the patron.

On the regional level, the CRLC associated services contributed to the implementation of the cooperative GA/PR program. The CRLC operates an ILL shuttle on a subscription basis, and has organized a cooperative purchasing plan for supplies. This plan allowed the specialist purchase a large quantity of materials at a considerable savings. She was also able to buy a variety of paper grades, eventually to be consumed by the GA/PR program.

Belonging to the CRLC has the advantage of bringing libraries together to work in cooperative situations, sharing human and physical resources for everyone's benefit.

The CRLC was fortunate enough to have a trained graphic artist and public relations specialist in its midst. Without Mrs. Fried, it would have been difficult for the project to have the impact that was realized.

She is a person of limitless energies and talent. The budgeted work schedule does not adequately reflect the time spent on the preparation of materials for the program.

Her contacts, the rapport she was able to foster, and the materials she had at her disposal facilitated the implementation and operation of the project. Many of her projects would be adapted from previously produced handouts.

Employing the objectives of the GA/PR program as indicators of its success, it is evident that the CRLC succeeded in developing a regional, cooperative GA/PR program.

1. A qualified specialist, with a knowledge of the area and with a corpus of ideas and previously produced materials, was hired. The director of the W.H.P.L. allowed the specialist to use her office, telephone and equipment at no charge to the program. This one specialist would strive to serve the public relations needs of the region making it cost effective for most of the libraries to participate.

2. Centrally produced materials in multiple were distributed to "Package Deal" and other CRLC libraries as was appropriate. The bibliographic materials that were produced represented actual regional holdings. These handouts listed materials that were available locally. This is one benefit of locally produced GA/PR materials. Quality materials were being produced by the specialist. Appearance became an important factor in the development of the projects.

3. Each of the 44 CRLC member libraries had the opportunity to use up to 10 hours of Mrs. Fried's time for the development of special projects. Mrs. Fried's computations indicate that 11 libraries used a total of 70 hours of her time. If all libraries had consumed all of their allotted time, it would have

been difficult for the program to accomplish as much as it did.

Those libraries that dealt with Mrs. Fried found that she was helpful and cooperative. With her assistance, they were able to tailor projects to their specialized needs.

4. Region-wide programs were developed with the "Children's Bookmark Contest" and the "Riddle Promotion". The graphic arts workshops were offered for the benefit of the librarians of the region. All three of these efforts were well-received.

5. The public relations newsletter, PeRspectives, was published bimonthly during the first year of the program. As the questionnaire showed, it was appreciated by the librarians. It was a positive statement to the librarians of their value and it served to reinforce the GA/PR idea. Various sections provided inspiration for in-house developed materials. It also chronicled the GA/PR program.

6. The idea to provide book reviews or feature articles for the local newspapers did not seem to play a major role in the actual development of the program. Library related stories did appear in the

papers, but they were mostly of a general nature, describing programs or their results.

Libraries were given sample press releases to point out the style and proper format of an article, but not enough feedback was relayed to the GA/PR person to indicate the actual initiative of the librarians.

It is difficult to try to evaluate a program when there are no benchmark standards. To say it is successful, does not indicate the degree of success or the actual impact on the region. But based on the success of meeting the objectives and responding to the goals, the program did have a positive effect on the region. It provided an innovative service that was cost effective for most public libraries. Librarians began to accept the fact that library promotion should be an active rather than a passive function.

Communication and cooperation were two important concepts of the program. Communication skills had to be improved. Librarians had to be able to communicate with each other and with their public. Individual libraries also had to respond to the needs of their publics, patrons and potential patrons. Information had to be shared at all levels of interaction.

In order to realize optimum utilization of the resources of the region, cooperation had to exist between the libraries. Librarians

had to realize that they could not provide all of the necessary services to their patrons without some sort of cooperative arrangement.

By cooperating through regionally established organizations or simply through ad hoc associations, the needs of the public will be better served.

Effective communication techniques and cooperative agreements will help to attract members of the community into the library, making it more of an open and enjoyable experience.

In the introduction to Public Relations for Libraries, Allan Angoff explains the essence of public relations.

> "Public relations is communication. If you can communicate the essence of your library to the appropriate audience, to the people for whom it has so much to offer, if you can somehow fix the library in their minds as a resource of incalculable value, and if you can do it in a manner so effective that it brings them to the library or makes the library an important personal interest, then you have achieved the prime objective of library public relations."[50]

Even after the evaluation was read, a librarian might still ask "Why bother?". Any type of reply would have to show the importance of quality public relations materials.

The CRLC ascertained a need in the region for the program and some libraries realized that this was possibly the only way that their public could enjoy quality handouts that reflected regional resources. Every library can not afford to have their own specialist.

Theses librarians were concerned with the services already provided to the public and wanted to actively seek new ways to provide better service. The CRLC program was a cooperative that offered both a graphic and bibliographic treatment of library resources.

It was not necessary for each project to be applicable to all of the library's publics, but the visual impact of quality materials could have the effect of reminding them that the library tries to offer the best possible service. The increased exposure would hopefully inculcate in the public the idea that the library has something to offer every member of the community. Quality handouts can pique the public's interest in the library.

Reaping the benefits of cooperation was satisfying for the librarians. They were able to provide improved materials with a minimal capital outlay. Both the librarian and the public would be able to benefit from participation in cooperative agreements, but the librarians have to be the initiators.

RECOMMENDATIONS - Background

Libraries cannot drift along without realistic planning and expect to be effective. The library, its staff, and its public must be examined, analyzed if at all possible, and compared to any existing standards. Goals should be formulated and adhered to as long as they are considered valid. Any type of program that is embarked upon should receive the commitment of the staff and the staff should be made to realize the importance of their own part in the program. The program cannot survive if the staff are not committed to its efficient operation.

Also, any type of cooperative venture does require cooperation, initiative and suggestions. All participants must be open and willing to contribute as far as they are able.

New skills that are acquired or skills that have been improved should be employed on the job, if at all possible. The patron as well as the librarian should benefit from these programs. Improved services and a better image can be the results of a well coordinated program and an active, concerned staff.

In any type of program that seeks to increase use of the library or attract new patrons, the library's geographical location, its physical attributes and the attitude of the staff must be evaluated.

If there are impediments to the free access to the library, such as parking problems, location of book drops, or even its actual location, they should be examined to see if they can be corrected. Those that can be corrected should be assigned a priority. The impediments that

cannot be abolished, but whose effects can be assuaged should also be given a priority. Finally, those problems that cannot be corrected at the present time should be accepted, but kept in mind for future consideration.

Besides the geographical factors, the impression the building itself makes on the public can also affect the public's use of the facility. If the building is foreboding or considered oppressive by some potential patrons, these conditions are curtailing their use of its services, services to which they are entitled. At times, librarians, thinking that they are making signs clear and easy to understand, communicate the messages in very negative terms which also tend to alienate the public.

To alleviate problems of this nature, librarians should do some role playing. They should assume the role of a naive patron or potential patron and examine the facility objectively. Additional lights or lighting changes, along with the addition of wall hangings and living plants can add a great deal to the positive image that the library should be trying to convey. User aids should be readily available. Signs should be modified, still relating the desired message, but doing so in a more positive manner.

The attitude of the staff cannot be overemphasized. Staff members in public service departments have perpetual contact with members of the community. It is the attitude that they convey that could turn on or turn off the patron to the library. Each library should make it clear to its staff what their jobs involve and what is expected of them.

Libraries should be concerned with the image they put foreward. All activities and services contribute to the image that the public forms of the library. The success or failure of any new service will be conditioned by past performance. Hopefully, libraries will strive to alleviate problems and work to improve their image to their own and their public's advantage. The effect will be to improve public relations.

RECOMMENDATIONS

Recommendations fall into three separate categories. They are concerned with the continuation of the GA/PR program, the role of the GA/PR specialist, and the role of the liaison.

Recommendations for the Graphic Arts/Public Relations program:

1. The GA/PR program should continue. It has been shown to be an effective addition to library services. If additional federal funds are not available, the fee structure should be altered to allow the project to continue. Economy should continue to be stressed.
2. Other CRLC public libraries should be urged to join the program. Ascertain their reluctance to participate and try to overcome it.
3. Try to urge other non-CRLC public libraries to join the CRLC and then the GA/PR program with its "Package Deal".
4. Make adequate use of statewide, regional and local resources. Without these established resources, the desired impact would be much harder to achieve.
5. Two or three meetings with the specialist, the GA/PR Program Committee and the "Package Deal" libraries should be held during the year to sustain interest, develop

contacts, discuss interests, and improve the understanding of the intent of the cooperative.

6. The most successful programs from the preceding year should be continued.

7. The graphics workshops should be continued. Skills improvement should be stressed and the techniques should be rotated. The librarians would continue to benefit from these workshops.

8. PeRspectives should continue to be published. It is a positive statement to librarians and offers ideas for locally produced materials. It is hoped that Mrs. Fried would continue to edit this publication.

9. Librarians should be encouraged to use all or at least part of their allotted consultation time. Librarians must be exposed to good GA/PR materials in order to increase the awareness of their own needs. Hopefully, with an increased awareness, increased participation will follow.

10. The programs should be publicized in advance to allow adequate and active participation in the coordination of bibliographic information. Librarians should be aware of what will be forthcoming and should have some input.

11. Public reactions should be solicited, whenever possible.

Their reactions should be used as a barometer of success. The program should try to ascertain if the message was communicated and the extent of its impact.

12. New members of the CRLC or "Package Deal" should be given a file of materials that have been produced. In addition, they should receive statements of the goals and objectives and any evaluation reports that were produced.

13. Goals and objectives should be evaluated annually. Self-evaluations are important when studying the goals and objectives.

14. National and regional organizations should be contacted to share information and solicit material for public distribution.

The GA/PR specialist

It is hoped that Mrs. Fried would be able to continue as the GA/PR specialist.

It is also hoped that the W.H.P.L. would extend its understanding and generosity for at least another year.

Recommendations for the GA/PR specialist:

1. Should have access to office space, equipment and a telephone. The program cannot afford to absorb many additional expenses.
2. Should keep abreast of technological advances. The best media and graphics should be employed to communicate the message to the patrons. The specialist must master the tactics of persuasion.
3. Adequate records must be kept. The characteristics of the communities and the region must be considered in the planning stages.
4. Supplies of all materials that were produced by the program must be kept. A chronology will develop. This will allow for the sharing of informatiion. The specialist will be able to advise embryonic public relations groups inside of and outside of the state.

5. Complete annual reports as well as files of materials should be sent to the State Library. The State Library would also be able to respond to inquiries concerning the program.

6. Get to know the resource people in the community. Make contacts with these people and use them as resources.

7. Use feedback, whether positive or negative, to improve the program. Pretest, monitor and posttest the impact of projects whenever possible. This testing will provide a firm base on which to make future decisions.

8. Establish a regional collection of GA and PR sources and ideas. These materials could be shared with the CRLC libraries.

9. Perform self-evaluations. Describe the specialist's role in the program.

10. Try to reach the potential patrons. Ascertain the problems and work to solve them.

11. Try to develop materials that will generate feedback. It would be easier to monitor public reactions.

Liaisons

Everyone should examine the literature in the field of public relations. It is the responsibility of all liaisons to keep themselves informed.

All libraries should have an idea file for the production of local materials or for the updating and improvement of previously produced materials.

Even at this level, the capacity for self-criticism will help to keep the production of materials stimulating and of interest to the public. They should continue to respond to the needs of the community and show that the library does indeed exist for the benefit of the public.

Recommendations for the liaisons:

1. Try to meet the needs of the various publics. The patrons and potential patrons should be given equal consideration.
2. Report problems to the GA/PR specialist. Use the specialist as a resource.
3. Send samples of locally produced materials to the specialist. Also, send copies of newspaper articles that treat public relations activities. This would aid the specialist in the preparation of evaluation reports.

4. Initiate local publicity. Establish cordial relationships with local media. The press as well as the radio can help to promote services.

5. Keep adequate files for future workers.

6. Evaluate public reactions to the materials as best as possible. Be objective. Decide what would be necessary to improve the program.

7. Disseminate the handouts. Ask area businesses if the materials could be left for the public. Do not rely on people to pick them up in the library. Send copies to interested groups.

8. Attend those workshops of interest or those that would develop or improve skills.

9. Try to get expenditures for public relations as a line item in the budget. It is not a frill.

"Your PR program may be represented in a budget as an explicit line item or may be hidden behind terminological opulence. But whatever you do, get it in the ledger. The PR program must be considered a vital segment of the overall library program of service. All the talk about reaching out to the people, about aggressively inviting them into your distribution house of informational and recreational materials, about commitment to modern public relations techniques is utterly vacuous without some budgetary assignment."[51]

FOOTNOTES

FOOTNOTES

[1]This statement appeared in the Federal Library Project Application #3. It is item mumber 3 under 'Purpose'. (The complete proposal is in APPENDIX A.)

[2]Report of the Graphic Arts/Public Relations Program Committee. March, 1976. (This report is in APPENDIX B.)

[3]Connecticard is basically a statewide library card. A resident of the state with a valid library card can borrow books from almost any other public library in the state. A description appears in Target '76, pp. 10-11. (This document is in APPENDIX C.)

[4]Connecticar is a statewide delivery service for library materials. It transports books from library to library.

[5]Nelson Associates, Incorporated, Library Service in the Capitol Region of Connecticut (1968), p. S-1. (The summary section of this report is in APPENDIX D.)

[6]Nelson Associates, Incorporated, Ch. I, p. 1.

[7]Ibid., p. S-2.

[8]Ibid., p. S-3.

[9]Ibid., p. S-3.

[10]Ibid., p. S-4.

[11]Ibid., p. S-4.

[12]Ibid., p. S-5.

[13]Ibid., p. S-5.

[14]Neumann Associates, Organization of a Capitol Region Library Council (1969), p. 2.

[15]Ibid., pp. 8-10.

[16]The "Bylaws"of the Capitol Region Library Council are in APPENDIX E.

[17]Edward L. Bernays, "Public Relations: Its Origins and Development," Public Relations for Libraries, ed. Allan Angoff (Westport, Conn., 1973), p. 4.

[18]James Swan, "New Visibility for the Small Public Library," Wilson Library Bulletin, (January 1977), 424.

[19]Steve Sherman, ABC's of Library Promotion (Metuchen, N.J., 1971), p. 2.

[20]Ibid., p. 5.

[21]Ibid., p. 1.

[22]Ibid., p. 9.

[23]The publication, If You Want Air Time, put out by the National Association of Broadcasters, offers information on the preparation of materials for radio and television. (APPENDIX F)

[24]Steve Sherman, ABC's of Library Promotion (Metuchen, N.J., 1971), p. 122.

[25]Wessie Connell, "Public Relations in the Small Public Library," Public Relations for Libraries, ed. Allan Angoff (Westport, Conn., 1973), p. 71.

[26]The Federal Library Project Application #3 is in APPENDIX A.

[27]This document is in APPENDIX G.

[28]These statements appear under the 'Purpose' section of the Federal Library Project Application #3. The document is in APPENDIX A.

[29]These statements appear under the 'Purpose' section of the Federal Library Project Application #3. The document is in APPENDIX A.

[30]Nelson Associates, Incorporated, Library Service in the Capitol Region of Connecticut (1968), Ch. II, p. 1.

[31]Ibid., Ch. III, p. 2.

[32]The list of CRLC member libraries for the period, 1975-1976, is in APPENDIX H.

[33]Department of Planning and Energy Policy, Population Projections for Connecticut Planning Regions and Towns 1980-2000 (Hartford, 1976), p. 1.

[34]Ibid., p. 4

[35]Nelson Associates, Incorporated, Ch. II, p. 5.

[36]Ethel Fried, ..., PeRspectives, 1, No. 1 (November-December, 1975), 1.

[37]This information is in the Federal Library Project Application #3, pp. 2-3. The document is in APPENDIX A.

[38]The document is in APPENDIX G. The information is from the section, "Explanation for modification of LSCA grant award."

[39]The document is in APPENDIX I.

[40]This financial statement is in APPENDIX J.

[41]This information appears under 'Need' in the Federal Library Project Application #3, p. 1. The document is in APPENDIX A.

[42]The document is in APPENDIX I.

[43]This note is in APPENDIX K.

[44]The list of completed projects was taken from the 'year end report' of the GA/PR specialist. It is in APPENDIX O. APPENDIX L contains samples of these projects.

[45]The six issues of PeRspectives are in APPENDIX M.

[46]A sample questionnaire is in APPENDIX N.

[47]Both evaluation reports prepared by the GA/PR specialist are in APPENDIX O.

[48]This quote appeared in the 'year end report' prepared by Mrs. Fried. The complete report is in APPENDIX O.

[49]This statement appears on p. 1, of the Federal Library Project Application #3. It is in APPENDIX A.

[50]Allan Angoff, "Introduction," Public Relations for Libraries, ed. Allan Angoff (Westport, Conn., 1973), p. vii.

[51]Sherman, p. 137.

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